

Wellhouse: the Place to Be



Trust Honesty Integrity Excellence Accountability Sustainability



BUSINESS PLAN 2022/23 – 2024/25

EXECUTIVE SUMMARY



Full copy of this plan can be found at <https://wellhouseha.org.uk/>



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Scottish Charity No. SC036552

**MAKE
A
STAND**

Our homes, our people,
our problem.

We've signed the **Make a Stand** pledge
to support people experiencing
domestic abuse, have you?



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- Scottish Charity – SC036552
- Scottish Housing Regulator – HAC281
- Co-op & Community Benefits Societies – 2469R (S)
- Property Factors – PF000109
- Financial Conduct Authority - 2469R (S)
- Office of the Information Commissioner - 277205348

Registered office: The Hub, 49 Wellhouse Crescent, Easterhouse, Glasgow, G33 4LA.



Wellhouse Housing Association Business Plan

Welcome to the executive summary of the new 3-year business plan, which I am delighted to launch after working closely with the committee, staff team and partners over the last 6 months of 2021/22. The document sets out our aims and objectives over that period to develop our business.

We have looked at the economy, the political environment, our opportunities and challenges and, above all, the needs of the community – with a focus on value for money and affordability and our plans for environmental improvements and development. We are a confident, forward thinking independent housing association who works solely for the benefit of the residents of Wellhouse. We will not merge, nor join a group structure nor seek to work beyond the boundaries of our community. We are proud of our achievements and will always work to put our community first. We will never forget our journey, our achievements nor the hard work of everyone who has worked to make Wellhouse the Place to Be.

You are being sent a copy of this as a resident and as an important partner in business ambitions and I trust you will find it useful.



Maureen Morris

Chair, on behalf of the Management Committee



Wellhouse Housing Association Executive Summary

This document is the Business Plan of Wellhouse Housing Association (WHA) for the period 2022/23 to 2024/25. The Business Plan provides a strategic framework for managing our services and our overall business over the next three years. It also informs our relationships with WHA's customers, funders, regulators, and partner organisations.

The Business Plan includes information about the following aspects of WHA's future plans:



About Wellhouse Housing Association

Wellhouse Housing Association is a community-based housing association and an independent not-for-profit social business. We own and manage 793 homes, all located in the Wellhouse neighbourhood in Greater Easterhouse.

WHA is led by a voluntary Management Committee whose members have a wide range of relevant skills and experience. This includes strong local insight into the needs of our customers and community and relevant experience gained from working, volunteering

and lived experience. The Committee is responsible for providing leadership, direction and scrutiny, while operational management is led by the Director and Senior Management Team.

WHA was set up in 1994 as one of a number of community-led housing associations whose role was to address poor housing and neighbourhood conditions in neighbourhoods across Greater Easterhouse.

WHA's achievements since 1994 have included:

- Raising over £40 million to invest in existing and new housing in Wellhouse, to achieve a transformation of housing conditions in our area
- Greatly improved services, by taking a responsive approach to service delivery and investment that is based on the needs of our customers and community.
- Having an on the ground presence, making Wellhouse a more stable and safer place.
- Setting up Wellhouse Community Trust, which in time has developed into a fully independent social enterprise offering services in Greater Easterhouse and beyond.
- Building the Hub, which brings together housing, childcare, employment and training services, a community café and community space all under one roof.
- Being a pioneer in promoting an asset-based approach to community regeneration, enabling people to have greater control over the decisions that affect their lives.
- Continuously enhancing our service offer, for example by creating an income advice service, on the ground estate management services and social media and text messaging services.

Operating Environment

The Business Plan identifies many external and local factors that impact our business strategy. Responding to such factors is always important but is particularly so at present when social landlords are exposed to many uncertainties and risks and many of our tenants are also struggling. The key pressures include:

- The residual impact of the Covid-19 pandemic and the need to address this.
- The impact of high inflation and the cost of living crisis on Wellhouse HA tenants.
- The impact of inflation and increasing interest rates on Wellhouse HA as a business.
- Rising property maintenance costs, caused by Brexit and other global economic factors.
- Accelerating Universal Credit migration, which is damaging to tenants and WHA's income streams.
- The developing economic impact of the war in Ukraine.
- Continuing cuts in Glasgow City Council budgets for essential neighbourhood services.
- Climate change obligations for Scotland's housing to be met over the next 10 years.

The Business Plan shows how WHA will monitor (and wherever possible address) risks caused by our operating environment. This will be a bigger challenge in areas we cannot control, such as Covid-19 and the performance of the economy. In such cases, we will assess the impact and incorporate this in our decision making on those matters we do control, for example our how we can most effectively use the resources available to us and our budgets and spending.

WHA's Strategic Direction 2022 to 2025 has three elements:

Consolidation and continuous improvement

We will focus mainly on our core activities as a social landlord and property manager.

In doing this, we will seek continued improvement in our performance, invest in our tenants' homes, increase our community engagement activities, and get to know our customers' aspirations and priorities better.

A positive force for renewal in Wellhouse

We will nurture and strengthen our partnerships with like-minded organisations to deliver tangible and positive support and social benefits for the residents and community of Wellhouse.

Growth

We will pursue our interest in building new homes on three development sites in Wellhouse, to improve the choice and quality that is available in the area and to complete the physical regeneration of our area.



Strategic Objectives and Priorities 2022 to 2025

WHA's plans for the next three years are based on the **six strategic objectives** shown below. These describe the impact we want to across the main areas of our business.

Alongside each objective, we have set a selection of **the results we aim to have achieved by (or before) the end of the Business Plan period in March 2025**. Further information is provided in the full Business Plan, which includes a set of outcomes for each objective, and a delivery plan with detailed actions for the first year of the Plan and beyond.

1 Strategic Objective DELIVER EXCELLENT SERVICES

- Our performance results will be better than the Scottish average for at least two-thirds of WHA's value for money indicators¹
- Our rents will continue to achieve an income to rent ratio of less than 25% and will be competitive compared with sector and peer averages
- Customers will have more choice about how to contact us and use our services, including a digital portal for those who wish to do business with us in this way
- We will have maintained good customer satisfaction levels, and will have improved results in relation to repairs and neighbourhood management services (achieve and sustain satisfaction scores of >90% in these two areas)
- Tenancy sustainment rates for new tenants will exceed 90% each year
- We will have achieved improved results for the management of rent arrears
- Our services will have continued to be resilient in the face of Covid-19 and any other serious emergency

¹ The VFM indicators are drawn from the Scottish Social Housing Charter, as shown in Chapter 11 of the Business Plan.



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Strategic Objective PROVIDE QUALITY HOMES

- Our investment will be based on a strategic approach to asset management
- All WHA homes¹ will meet the Scottish Housing Quality Standard and the 2020 Energy Efficiency Standard for Social Housing (EESH)
- Full compliance at all times with our health and safety legal obligations relating to tenants' homes
- Maintain good demand for our housing as evidenced by tenancies given up
- Average time to re-let empty homes returns to pre-pandemic levels by end of Business Plan period
- Plans in place for EESH 2032 compliance, to raise standards of energy efficiency without exacerbating fuel or rent poverty or threatening WHA's financial viability
- Investment programme outputs delivered in accordance with the annual budgets and programmes approved by the Management Committee
- Reductions in tenants' energy bills, as a result of investment in their homes
- High levels of tenant satisfaction with investment works
- Develop and implement our strategy for the development of three new build sites. New homes will be highly energy efficient and financially sustainable for Wellhouse.
- We will be able to show that our procurement of repairs/maintenance works and new homes delivers good value for money.

¹ Net of exemptions/abeyances, for example where a tenant refuses to have work carried out

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Strategic Objective ANTICIPATE, UNDERSTAND AND RESPOND TO LOCAL NEEDS

- Wellhouse will have improved knowledge of the experience and priorities of our customers, and we will have used that insight to develop and improve our services
- Wellhouse will be using a range of customer engagement methods to engage as broad a cross-section of customers as possible. We will have achieved increased customer input to our work, including the way our services are designed.
- The Customer Panel will have re-started and will be playing a valued role for customers and WHA
- The purpose and range of our customer surveys will have been extended. We will be using a wider range of data and more analysis to understand the needs of tenants and the community as a whole.
- Our staff team will have increased face to face and “out of office” staff contact with customers

4

Strategic Objective FOSTER AN ATTRACTIVE, SUCCESSFUL AND THRIVING COMMUNITY

- We will have consolidated WHA’s role as the community anchor organisation for Wellhouse. We will have positive relationships with local organisations/partners and GCC will have become more engaged in work to support the community.
- We will have continued to achieve high levels of financial gains for people using WHA’s income advice service and will add to this impact by making referrals to specialist advice and support providers
- We will be supporting an agreed programme of wider role services, delivered in partnership with Easthall Residents Association and other local partners
- We will have secured community benefits as part of the proposed WHA new build programme
- Residents will value the community services provided/supported by WHA, and WHA customers will be satisfied with our spending on wider role services
- Increased tenant and resident satisfaction with the quality of the local environment
- WHA will be better able to demonstrate the social value associated with our core services and wider role activities
- Our partnerships with EHRA, Easthall Residents Association and others will have helped WHA to achieve better outcomes than if we were working alone.

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Strategic Objective

MAINTAIN GOOD GOVERNANCE AND SOUND FINANCIAL MANAGEMENT

- We will always demonstrate high standards of governance, conduct and leadership, including compliance with regulatory standards and requirements
- We will have maintained a regulatory status of “Compliant” with the Scottish Housing Regulator
- We will be maintaining the size of the Management Committee at a sustainable level
- We will promote committee membership in the community, and will have increased the number of local residents on the Committee
- We will have a diverse committee membership where local insight, relevant skills and different perspectives are valued and respected by all Committee members
- There will be improved cohesion within the Committee and between the Committee and Management Team
- Committee members will be highly satisfied with the support they receive from WHA to help them carry out their roles, including access to relevant learning and development activities.
- WHA will have maintained its strong financial profile and have sufficient resources available to achieve our strategic objectives and plans
- We will always comply with our lenders’ covenants, and with all recommendations made by WHA’s external and internal auditors
- Committee decisions will be based on sound financial information and understanding of risks, with appropriate levels of internal and external assurance.
- We will closely track changes in our operating environment and our own business and adjust our plans or spending accordingly. We will regularly stress test our Business Plan and develop contingency measures where appropriate.
- We will seek opportunities to improve value for money, for example by working smarter, making sure our budgets are robust, and through partnership working with our peers in EHRA.



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Strategic Objective VALUE AND INVEST IN OUR PEOPLE

- Customer satisfaction with dealing with Wellhouse will tell us how well we are doing
- High levels of buy-in from committee and staff to our key goals of customer service excellence, supporting the community and personal/organisational effectiveness.
- Our staff will have effective policies/ procedures and efficient IT to support them in their work. We will have invested in cloud-based phones, server and CRM system to support new ways of working.
- Our operational processes will become more streamlined, enabling smarter working by staff and better service outcomes for customers
- Staff members will be able to work safely and in a supportive working environment
- Rates of staff turnover and sickness absence are consistent with those of our peers
- We have an effective approach to staff appraisals and development
- Our staff take up opportunities to participate in learning and development appropriate to their roles and future career aspirations
- Learning and development for committee members leads to improved skills and knowledge
- Our staff can influence decisions that affect them. We will have developed and then implemented our long-term policy on flexible working and in doing so we will have communicated with and consulted staff.
- We will have developed and put into practice a new post-Covid Wellbeing Strategy for committee and staff.
- We have succession and contingency plans in place for the staff team and a succession plan for the Management Committee. We use the staff succession plan to prepare staff for internal promotions and development.

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TRUST • HONESTY • INTEGRITY • EXCELLENCE • ACCOUNTABILITY • SUSTAINABILITY

Wellhouse: the Place to Be
 **wellhouse**
Housing Association

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